



**THE EFFECT OF WAGES/SALARY ADMINISTRATION ON
ACADEMIC STAFF PERFORMANCE IN TARABA STATE
UNIVERSITY.**

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ABSTRACT

The current research study was carried out to examine the Effect of Wages/Salary Administration on Academic Staff Performance in Taraba State University. In this study, a survey research design was adopted. The population for the purpose of this study consists of all the academic staff in the Taraba state university Jalingo. Hence primary method of data collection were used where a sample of 29 close ended questionnaires were prepared and administered to the respondent in the case study that were selected using the Yaro Yamani Sampling method. For the purpose of analysis, the study uses simple percentages in form of tables to analyses respondent information while chi-square (X^2) technique were used to test and provides answers to the three hypothesis formulated based on the research questions. However, evidence from chi-square (X^2) test results clearly indicates that: The implementation of minimum wage on the salary structure of academic staff will improves their performances in Taraba State University Jalingo. The Findings Equally Reveals That, Bonuses and other incentives as a motivational tools does play a significant role in improving academic staff performance in Taraba State University Jalingo at ($P < 0.05$) significance level. The study conclude that, there is significant relationship between wages/salaries and motivational tools used in improving staff performance in Nigerian workplace. Base on the findings the study recommend that Wages/salaries scale and schedule in line with identified factors should be developed for adequate compensation.

Keywords: *Wages, Administration, minimum wage, salary scale.*

INTRODUCTION

In any organization tasks are performed with the help of resources; material, machine, money and most importantly men. All other resources except for human beings as employees are non-living. Employees make use of these resources to generate output without them other resources will be useless, dormant and will not produce anything. Therefore, human resource is the greatest asset any organization can have and should be given the highest priority, (Ojeleye & Okoro, 2016). Similar view is supported by Zaman (2011), who argued that human resource provides basis for an organization to achieve sustainable competitive advantage. Since organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain the competent workforce. He also emphasize, nowadays human asset considered to be the most important asset of any organization and in order to get the efficient and effective result from human resource motivation is necessary Remuneration is traditionally seen as the total income of an individual and may comprise a range of separate payments determined according to different rules. For example, the total remuneration of medical staff may comprise a capitation fee and a fee for services, or it may include a salary and shared financial risk (Buchan, Thompson & O'May, 2000).

However, one of the purposes of someone being the employee or a labor of a company is to earn an income in the form of wages or compensation. Wages are earned can fulfill basic necessities such as food, clothing and housing. Every company in setting the amount of the wage paid to an employee must be viable, so that the lowest wage given to meet the needs of their life (Kanzunnudin, 2007). The calculation of wage increases not only the necessities of worth living but also inflation, economic growth, and productivity (Iqbal, 2013).

Academic staff performance on the hand is also important for the individual staff as well as the institutions itself, this is because accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride for both the individual staff and the institutions been the employer, (Kanzunnudin, 2017). Therefore, the aspects of wages/salary administration becomes very important because any administered wages cannot

be effective if it is not linked to performance for real. An effective wage strategy is expected to contribute on the viability of the unit of work, in-fact the realization of the vision and mission, as well as for the achievement of the targets of work depend on effective wage/salary administration, (Umar, 2012). More so employees' performance and productivity measurement using the net value added shows wages and employee performance has a positive correlation, (Nayak and Patra, 2013).

Therefore it is against this background that, this research study is aimed at understanding the positive or negative effects of wages/salary administration on academic staff performance with specific emphasis on state owned academic institutions in Taraba state that is the Taraba State University Jalingo, thereby contributing to the emerging literature on the subject.

Statement of the Problem

Wages and salaries, though not the only tools for motivation, but we all know and appreciate the fact that money, according to a wise saying, "doeth all things". Many motivational theories were postulated by management theorists talking about things and how those things could help improve the output of workers at work but basically, the issue of wages and salaries had really been dwell on as a tool to boast workers efforts at work, (Patra, 2013).

To this fact, even though the concept of wages/salary and other forms of remuneration is not a new area of research in the field of administration, several studies with mixed outcome had recently been carried out on the effect of wages/salary on staff performance in different countries of the world with some studies notably (Olatunji and Sule 2014; Hendra and Gunawan 2017) whose studies all revealing a positive and significant relationships between staff performance and effective wages/salary administration. However studies of (Ojeleye and Calvin, 2016; Frias and Rezki 2015) on the other hand observed in their findings that even though wages and salaries, even though is considered as a strong factor linked to productivity and performance but is not the only tools for motivation., hence there is no conclusive position among scholars this therefore establishes an important gap in the literature making the research of this kind significant so as to find out whether the implementation of effective

wages/salary administration will improve academic staff performance in Nigeria with specific reference to staff of Taraba State university Jalingo.

Objective of the Study

The general objective of this study is to explore the significant effect of wages/salary administration and academic staff performance in Taraba State University. While the specific objectives of the study are:

1. To examine the effect of minimum wage implementation on the salary structure of academic staff performance in Taraba State University Jalingo.
2. To examine the role of bonuses and other incentives as a motivational tools in improving academic staff performance in Taraba State University Jalingo.

Research Questions

In an attempt to achieve the above research objectives, this study seek to find answers to the following research questions.

1. Will the implementation of minimum wage on the salary structure of academic staff improves their performance in Taraba State University Jalingo?
2. Does bonuses and other incentives as a motivational tools play a significant role in improving academic staff performance in Taraba State University Jalingo?

Research Hypotheses

In line with the above research questions, three null hypotheses will be formulated to provide a presumable answers to the above research questions which is intended to guide the study.

Ho₁: The implementation of minimum wage on the salary structure of academic staff will not improves their performances in Taraba State University Jalingo.

Ho₂: Bonuses and other incentives as a motivational tools does not play a significant role in improving academic staff performance in Taraba State University Jalingo.

LITERATURE REVIEW

The Concept of Wages and Salaries.

Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold, (2003) define basic salary as a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates.

Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while Salaried persons are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation. Received wages to meet basic needs such as food, clothing and housing. Every company in determining the amount of wages paid to the employee must be feasible, so that the lowest wage that is given to meet the needs of their life (Kanzunudin, 2017).

Agburu (2012) argued for the importance of salaries and wages in Nigeria, he stated that wages should not only be adequate but they must also show some element of equity, this is particularly true from the point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, thus they sort of take a center stage in the scheme of things as far as rewards for work is concerned.

Reasons Why Workers Involved In Paid Job.

According to Odogwu & Adedehinbo, 2012, Salaries and wages is one of the most important motivational factors, as we had been told from the time immemorial that we shall eat from our sweat. The main reason why workers get involved in paid jobs is to earn a living which is salary or wage. Reasonable salaries must be paid on time, that is, it must be paid as at when due and promptly, as well. The workers should be able determine the time such salaries will be paid by the organization. Again, there must be a relative uniformity in the mode and manner such salaries and wages will be paid to the workers. While fixing salaries, the organization must consider factors such as the cost of living, company ability to pay, capability of company to pay, etc (Chukwudi, Odogwu & Adedehinbo, 2012).

The Concept of Salaries and Wages Administrations

According to Odogwu (2012) opined that, salary and wage administration is the process of compensating an organization's employees in accordance with accepted policy and procedures. An important component of a successful organizations' salary and wage administration policy is monitoring and evaluating all employee's compensation to ensure that they are being paid appropriately, both with respect to others in the same organization and to the marketplace as a whole. Salary and wage administration is often an integral function of the organisation's human resources department, but in general, the larger the organization, the more likely it is that it will be handled by a separate department.

Money, Motivation and Behavioral Consequences of Compensation on Staff

Opashi (2013) opined that, right from the days of Taylor and his scientific management mentality, money has always been seen as the greatest motivator for workers. Of course, this has to be so in a situation where money is the only means to acquire whatever one wanted/wants. The motivational value of money is invariably high in countries like Nigeria because of the circumstances - mass poverty, lack of basic amenities which turns everyone into his own municipal government, and corruption.

Opashi and Dunnette, (2015) in their related study highlighted the motivational roles of money as follows:

1. Money is a Generalized Conditioned Rein forcer because it is usually paired with primary rein forcers;
2. A Conditioned Incentive because the repeated pairing of money with primary incentives establish a new learned drive for money;
3. An Anxiety Reducer because people become anxious in the absence of money.
4. A Hygiene Factor because it serves as a potential dissatisfaction if not sufficiently available and an Instrument for Gaining Desired Outcomes because it helps to acquire other desired outcomes and while it has no value in itself, but it symbolizes intangible goals.

Opashi and Dunnette, (2015) also argued that compensation policies, schedules of pay, secret pay policies and pay curves have motivational impacts depending on how they are applied. They conclude that personal characteristics of workers – preferences, opinions, perceptions – influence the workers response to the compensation package, which in turn lead to variations in these characteristics. Money is thus a critical motivational variable. This is due to its five general roles already discussed. In addition to these generic roles, the features of the pay policies, the type of job, the personality of the individual workers and their preferences and perceptions also intervene in the motivational value of monetary compensation. In effect, the pay itself, how it is administered and the peculiarities of the staff are all critical in determining the motivational roles of money. Other factors that would affect the extent to which money motivates include:

1. Salary level,
2. Cost of living,
3. Level of education,
4. Family/personal background and future expectations (muo, 2015).

The Concept of staff/ Employees Performance

Measurement of employee performance is an activity that is very important because it can be used as a measure of success in supporting the success of the

organization's employees (Said, 2018). According to Simamora, (2014), the two factors used in the measurement of labor productivity include:

1. The quantity of work,
2. Quality of work and timeliness

However, the individual characteristics that affect performance include age, gender, education, length of employment, job placement and work environment. Simamora, (2014), further opined that Performance is influenced by two factors:

1. Factors of self-acting self and
2. External factors acting.

Factors that is in the position holders are competence, skills, knowledge, motivation, attitude and experience. External factors are environmental organization office holders, including surveillance, communication, and training as well as performance assessment in an organization. Human productivity has a major role to determine the success of any organization company. Human productivity is often referred to as mental attitude always had the view that today is better than yesterday and tomorrow.

Theoretical Review

In an attempt to understand the effects of wages and salaries administration on academic staff performance, this study will anchor on three theories (Reinforcement and Expectancy Theory, Equity theory and Agency theory) which will be employed to provide a theoretical base for the study.

Reinforcement and Expectancy Theory

Gerhart, Minkoff & Olsen (1995) reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). Aswathappa (2007) asserted that a behaviour which as a rewarding experience is likely to be repeated. The implication for remuneration is that high employee performance followed by monetary reward will make future employees performance more likely. Buchan et al (2000) suggest that behaviour can be modified if individuals receive the reward at the time they exhibit the desired behaviours. An important assumption in this theory is that rewards can become an acquired right if they are delivered on a regular basis.

Equity Theory

Buchan et al (2000) equity theory posits that because employees in organizations expect to be rewarded like other employees for similar levels of input, the distribution of rewards becomes important. It is the perceived equity of the effort-reward balance that is important in determining the employees' level of motivation. Aswathappa (2007) the theory emphasizes equity in pay structure of employees' remuneration. Employees' perception on how they are being treated by their firms is of prime importance to them. The dictum "a fair day work for a fair pay" denotes a sense of equity felt by employees. When employees perceive inequity it can result in lower productivity, high absenteeism or increase turnover.

Agency Theory

According to Buchan et al (2000) an agency relationship occurs whenever one party (the principal) hires another person (the agent) who possesses specialized knowledge and skills.

Agency theory focuses on the divergent interests and goals of the organization's stakeholders and the way that remuneration can be used to align these interests and goals. The remuneration payable to employees is the agency cost and that it is natural that employees expect high agency cost while the employer seek to minimize it. Thus, these theories posit that the remuneration in the form of wages or salaries can be agreed upon on the basis of the outcome or the behavior of an employee (Aswathappa, 2007).

Empirical literature

This part of the paper focuses on examining literatures pertinent to the objectives of the paper this is done with the view of establishing a research gap in the literature.

Babagana & Dungus (2015) examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic. The data was analyzed using Pearson's Product Moment correlation and regression analysis using Microsoft excel. The findings showed strong positive relationship

between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students.

Edirisooriya (2014). Examined the impact of extrinsic rewards and intrinsic rewards on employee performance: With Special Reference to Electri Co Sri Lanka. Self-designed questionnaire was used as the primary data collection method. The data was analyzed using descriptive statistics and inferential statistics. The representative sample of 100 employees are selected from a population of 1075 employees in the ElectriCo. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance.

Hameed, Ali & Arslan.(2014), examined the impact of compensation on employee performance (empirical evidence from banking sector of Pakistan). A questionnaire was designed to solicit response from the respondents on factors related to compensation like indirect compensation, wages, salaries and employees performance. Approximately 45 banks were included to collect data. 200 Questionnaires were distributed among the full time working employees of banks and they were selected randomly. Correlation analysis and Regression analysis using SPSS 17.0 version to analyzed the collected data. The findings suggest that Compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis shows that all the independent variables have insignificant and positive impact on employee performance.

Sajuyigbe, Olaoye & Adeyemi (2013) examined the impact of reward on employees' performance in a selected manufacturing companies in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. Result showed that reward dimensions jointly predict employees' performance which accounted for 71% variance of performance.

METHODOLOGY

The research design to be adopted in this paper is the survey research design. Survey research is the method of gathering data from respondents that are thought to be the representatives of some population using an instrument

composed of closed structure or open ended items (questionnaires). Therefore this survey research design will be adopted through the use of questionnaire, oral interview and personal observation.

The population for the purpose of this study consists of all the academic staff in the Taraba state university Jalingo. However, the total population of academic staff workers across all the 6 faculties in the university statistically amount to 634 academic staff. The main reason for choosing the academic staff only is because of the peculiarity in their characteristics with respect to the topic under investigation.

With respect to sample size and sampling technique, out of the total population of 634 academic staff in the case study, a total of 83 staff will be pick at random by using the stratified sampling technique which is a method of sampling by dividing the population into homogeneous groups.

However, to determine the accurate sample size for this research, the simple random sampling technique in collaboration with the Taro Yamani method is employed in obtaining the 83 staff considered as the adequate sample size. This is designated by the formulae: The formula is stated thus: $n = \frac{N}{1+N (E)^2}$

Where: n = the desired sample size

N = Total population = 634

e = Tolerable error = 0.05

1 = constant

This research will assumed 5% level of tolerable error. Hence, the sample size is computed thus; $n = 29$. Therefore this 29 staff as computed will be considered as the adequate and sufficient sample size for the purpose of generalization and conclusion in this study.

This study uses the primary method of data collection that will include the use of questionnaire for the collection of data as well as personal interview. After data being presented and tabulated under the descriptive statistics accordingly, the result of the questionnaires will be analyzed by the use of tables. Hence finally, the chi-square technique will be employed as the technique to test the pre-set hypothesis which was intended to guide the study.

NOTE: Chi-square (X^2) Formula is depicted as follows:

$$X^2 = \frac{FO - FE}{FE}$$

Where:

FO=frequency Observed

FE=frequency Expected

X²= chi-square

Decision Rule

Reject HO if X² Calculated is greater than X² Tabulated and Vice-versa.

DATA PRESENTATION AND ANALYSIS

In this research study, a total number of seventy two (72) questionnaires that consisted of the sample size were prepared and administered to the respondents in the case study. In the course of the distribution and retrieval of the 72 questionnaires (that represents 100% of the total responses) from the sample respondents, a total number of 18 questionnaires that consisted of 25% of the total responses were returned wrongly filled, while 25 questionnaires that consisted 34.7 % of the total responses were not returned to the researcher, however it was the remaining 29 Copies of questionnaires representing 40.3% of the respondents responses that were successfully filed and retrieved by the researcher. Therefore, this 29 successfully filled and retrieved questionnaires will be the adequate questionnaires that will be used in this study for the purpose of analysis, generalizations as well as conclusions. However this questionnaires were distributed to both junior and senior staff in the case study. Hence the questionnaire distribution and retrieval analysis can be shown in the below table as follows:

Table 4.1: Response Rates Statistics Table

Details	number	percentage%
Copies Retrieved and Filed	29	40.3
Copies wrongly Filed	18	25
Copies Not Returned.	25	34.7
TOTAL Copies Sent Out	72	100

Source: Researcher survey April, 2021

Test of Hypotheses

Test of Hypothesis One.

Ho₁: The implementation of minimum wage on the salary structure of academic staff will not improves their performances in Taraba State University Jalingo.

Table 4.3.1 Chi-square Observed table values for Hypothesis one

Questions	Strongly Agree	Agree	Undecided	Disagree	Total
A1	9	8	6	6	29
A2	13	7	6	3	29
A3	6	11	5	7	29
A4	7	9	6	7	29
TOTAL	35	35	23	23	116

Source: Researcher Computation march, 2021.

NOTE: To get expected value: $\frac{(\text{Column total}) \text{ Row total}}{\text{Grand total}}$

$$\text{SA} = 35 \times 29 / 116 = 8.75$$

$$\text{A} = 35 \times 29 / 116 = 8.75$$

$$\text{UD} = 23 \times 29 / 116 = 5.75$$

$$\text{D} = 23 \times 29 / 116 = 5.75$$

TABLE 4.3.2: Chi –square contingency table for Hypothesis one

	FO	FE	FO - FE	(FO – FE ²)	(FO – FE ² /FE)
Q1	9	8.75	0.25	0.0625	0.0071
	8	8.75	-0.5	0.25	0.0625
	6	5.75	0.25	0.0625	0.0108
	6	5.75	0.25	0.0625	0.0108
Q2	13	8.75	4.25	18.0625	2.0642
	7	8.75	- 1.75	3.0625	0.35
	6	5.75	0.25	0.0625	0.0108
	3	5.75	2.75	7.5625	0.0108
Q3	6	8.75	-2.75	7.5625	0.8642
	11	8.75	2.25	5.0625	0.5785
	5	5.75	-0.75	0.5625	0.0978
	7	5.75	1.25	1.5625	0.2717
Q4	7	8.75	-1.75	3.0625	0.35
	9	8.75	0.25	0.0625	0.0071
	6	5.75	0.25	0.0625	0.0108
	7	5.75	1.25	1.1625	0.2717

TOTAL	Calculated value	4.9785
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Source: Researcher Computation March, 2021

Chi – square critical table value at 4 under 9 using the X² Table= **1.064**

DECISION RULE:

Since the Chi square-calculated value (4.9785) is greater than the chi square critical table value

(1.064) at an infinite degree of freedom and 0.05 percent level of significance, therefore we reject the Null hypothesis **H₀** which state that the implementation of minimum wage on the salary structure of academic staff will not improves their performances in Taraba State University Jalingo, and accept the Alternative hypothesis **H₁** to conclude that the implementation of minimum wage on the salary structure of academic staff will improves their performances in Taraba State University Jalingo.

Test of Hypothesis two

H₀₂: Bonuses and other incentives as a motivational tools does not play a significant role in improving academic staff performance in Taraba State University Jalingo.

Table 4.3.2: Chi – Square Observed Value Table for Hypothesis Two

Question	Strongly Agree	Agree	Undecided	Decided	Total
B1	11	5	6	7	29
B2	8	12	4	5	29
B3	7	11	6	5	29
B4	15	3	5	6	29
	41	31	21	23	
Grand Total					116

Source: Researcher Computation March, 2021

NOTE: To get expected value: $\frac{(\text{Column total}) \text{ Row total}}{\text{Grand total}}$

SA = $41 \times 29 / 116 = 10.25$

A = $31 \times 29 / 116 = 7.75$

UD = $21 \times 29 / 116 = 5.25$

$$D = 23 \times 29 / 116 = 5.75$$

TABLE 4.3.2: Chi –Square Contingency table for Hypothesis two

Q	FO	FE	FO-FE	(FO-FE) ²	(FO-FE) FE
5	11	10.25	0.75	0.5625	0.0548
	5	7.75	-2.75	7.5625	0.9758
6	6	5.25	0.75	0.5625	0.1071
	7	5.75	1.25	1.5625	0.2717
6	8	10.25	-2.25	5.0625	0.4939
	12	7.75	4.25	18.0625	2.3306
	4	5.25	-0.75	1.5625	0.2976
	5	5.75	-3.25	0.5625	0.00978
7	7	10.25	3.25	10.5625	1.0304
	11	7.75	3.75	10.5625	1.3529
	6	5.25	3.75	14.0625	2.6785
	5	5.75	-0.75	0.5625	0.0978
8	15	10.25	4.75	22.5625	2.2012
	3	7.75	-4.75	22.5625	2.91129
	5	5.25	-0.25	0.0625	0.01190
	6	5.75	0.25	0.0625	0.0108
Calculated Value					14.93

Source: Researcher Computation March, 2021

Calculated Value= 14.93

Critical table value at 14 under 9 using the X² Table value= **7.790**

DECISION RULE.

Since the Chi square-calculated value (**14.93**) is greater than the chi square-critical table value

(**7.790**) at an infinite degree of freedom and 0.05 percent level of significance, therefore we reject the Null hypothesis **H₀** which state that “Bonuses and other incentives as a motivational tools does not play a significant role in improving academic staff performance in Taraba State University Jalingo and accept the

Alternative hypothesis **H1** to conclude that, Bonuses and other incentives as a motivational tools does play a significant role in improving academic staff performance in Taraba State University Jalingo.

DISCUSSION OF FINDINGS

However, evidence from chi-square (X^2) test results clearly indicates that:

1. The implementation of minimum wage on the salary structure of academic staff will improves their performances in Taraba State University Jalingo.
2. Bonuses and other incentives as a motivational tools does play a significant role in improving academic staff performance in Taraba State University Jalingo

CONCLUSIONS AND RECOMMENDATION

However, based on the finding this study conclude among others that: That there is a strong relationship between adequate compensation and academic staff performance, the study conclude that there is significant relationship between wages/salaries and motivational tools used in improving staff performance in Nigerian workplace. The study equally conclude that, those factors militating against adequate compensation were labor market conditions, ability of the university to pay, existing country/nation's cost of living, government actions/policies and productivity/performance of employees.

RECOMMENDATIONS

Therefore based on the findings arrived at in this study and the conclusion drawn above, the following recommendations were proffered:

1. Wages/salaries scale and schedule in line with identified factors should be developed for adequate compensation.
2. Wages/salaries should be good and adequate based on the identified indices in this study.
3. Wages/salaries disparity between two identical workers should not be based purely on 'paper' qualifications but much on the ability to 'deliver' and individual contribution to the organizational development.

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